



Chapter 2

Classical View of Organizations

Organizations Defined

- ▶ “A tool people use to coordinate their actions to obtain something that they desire or value—that is to achieve their goals.” — Jones, 2010, p. 2
- ▶ “A group of people working together in some type of concerted or coordinated effort to attain objectives.” —Rue & Byars, 2009, p. 160

Developing Your Perspective

- ▶ How would you define “organization”?
- ▶ In your opinion, are organizations always companies and nonprofits? Or can groups of people be considered an organization as well?

Common Elements of Organizations

More than one person

Specialized contributions/functions of each member

Coordination of specialized functions

Common ends/goals

Attributes of an Organization

- ▶ Identity
- ▶ Instrumentality
- ▶ Program of activity
- ▶ Membership
- ▶ Clear boundaries
- ▶ Permanency
- ▶ Division of labor
- ▶ Hierarchy of authority
- ▶ Formal rules and procedures

Athletic Teams as Organizations— Their Unique Attributes

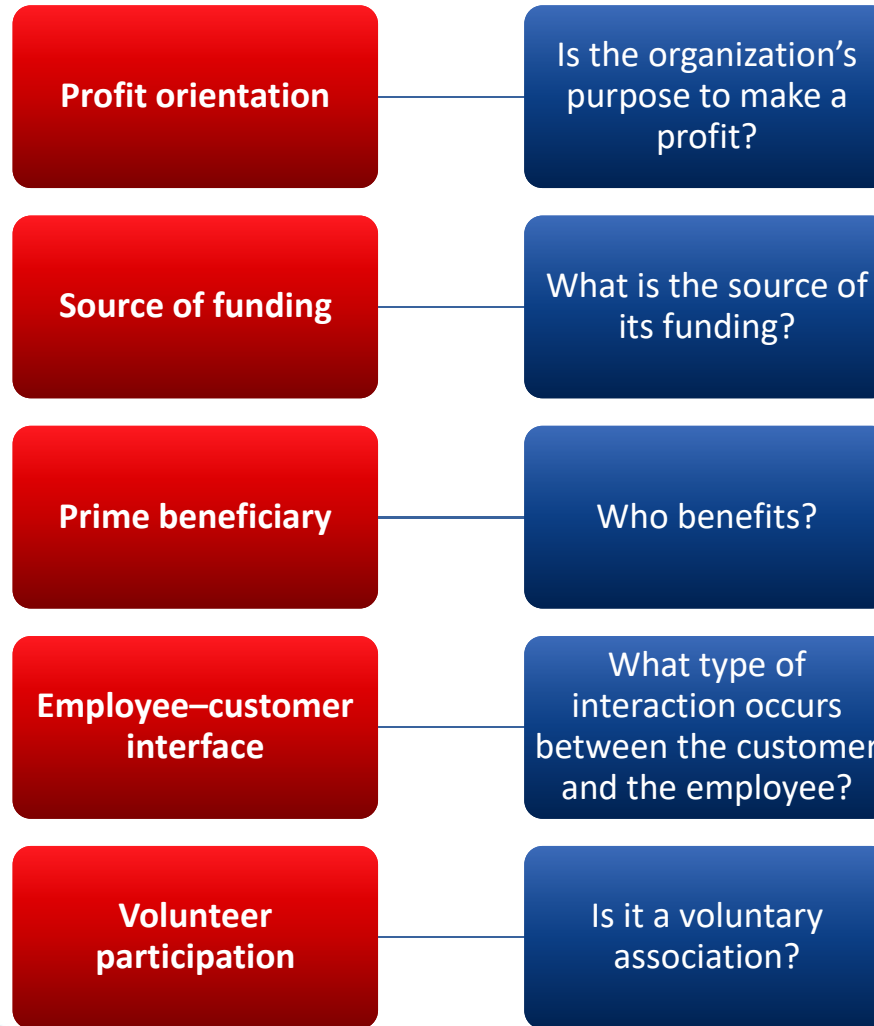
- ▶ Constant roster size across teams in the same sport
- ▶ Codification of team activities in rule books
- ▶ Public, precise records of team's performances



Developing Your Perspective

- ▶ Several authors and organizational theorists have compared organizational work teams to sports teams.
- ▶ Do you agree with the comparison?
 - If so, can you think of others, in addition to the ones mentioned in the text?
 - If not, why not?

Criteria for Classifying Organizations Relevant to Sport Management



Developing Your Perspective

- ▶ In your opinion, is a Division I university football team a profit or nonprofit organization?
- ▶ How do you feel about nonprofit organizations that charge fees to participate?

Other Ways to Classify Organizations

- ▶ Fottler's (1981) classification:
 - Private for-profit
 - Private nonprofit
 - Private quasi-public
 - Public
- ▶ Based on prime beneficiary:
 - Mutual benefit associations
 - Business concerns
 - Service organizations
 - Commonweal organizations